



Coeur d'Alene Tribe

Comprehensive Economic Development Strategy (CEDS)

2009



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ORGANIZATION & ACKNOWLEDGEMENTS

The Comprehensive Economic Development Strategy (CEDS) was adopted by the Coeur d'Alene Tribal Council on July 15, 2009. The following people played a critical role and were instrumental in completing the CEDS process, report, and approval.

Tribal Council

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Ernie Stensgar, Vice-Chairman
Norma Jean Louie, Secretary
Dave Matheson
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Northwest Area Foundation
One Sky North Idaho
University of Idaho
Washington State University
University of Iowa



**PUBLIC WORKS DEPARTMENT
PLANNING DIVISION
COMMUNITY ECONOMIC
DEVELOPMENT STRATEGY (CEDS)**

CDA RESOLUTION 265 (2009)

WHEREAS, the Coeur d'Alene Tribal Council has been empowered to act for and on behalf of the Coeur d'Alene Tribe pursuant to the Revised Constitution and By-Laws, adopted by the Coeur d'Alene Tribe by referendum November 10, 1984, and approved by the Secretary of the Interior, Bureau of Indian Affairs, December 21, 1984; and

WHEREAS, the Department of Commerce's Economic Development Administration (EDA), Seattle Regional Office under their Investment Partnership requires that a Community Economic Development Strategy (CEDS) be completed by economic development districts, or tribes, participating in economic development planning with the EDA; and,

WHEREAS, the Coeur d'Alene Tribe has received funds over the past several years for economic development planning assistance under the authority of Section 203 of the Economic Development Administration and Appalachian Regional Development Reform Act of 1998; and

WHEREAS, Grants under this Section 203 are provided at a basic grant rate covering 50 percent of project costs, however, Indian Tribes/Organizations are eligible for Planning Assistance Grants covering 100 percent of project costs upon request to EDA to waive the non-Federal share requirement; and

WHEREAS, the Coeur d'Alene Tribe has completed the update of the Community Economic Development Strategy (CEDS) document as required in partnership with EDA, which may serve as a guide in economic development; and

WHEREAS, Coeur d'Alene Tribe Public Works Department wishes to submit the 2009 Community Economic Development Strategy (CEDS) to the Economic Development Administration (EDA), Seattle Regional Office, and make the document accessible to the public; and

NOW, THEREFORE BE IT RESOLVED, That the Coeur d'Alene Tribal Council hereby approve the 2009 Community Economic Development Strategy (CEDS) for submittal to EDA, outlining potential Coeur d'Alene Tribal economic development efforts; and

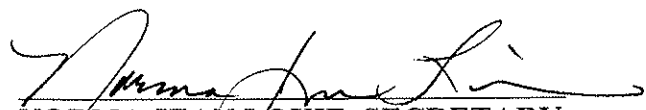
BE IT FUTHER RESOLVED, that the Coeur d'Alene Tribal Chairman, and Vice Chairperson or Secretary Treasurer is authorized to sign all documents related to this 2009 Community Economic Development Strategy (CEDS) on behalf of the Coeur d'Alene Tribe.

CERTIFICATION

The foregoing resolution was adopted at a meeting of the Coeur d'Alene Tribal Council held at the Tribal Administrative Building, 850 A Street, Plummer, Idaho, on July 15, 2009, with the required quorum present by a vote of 4 FOR 0 AGAINST 2 OUT



**CHIEF J. ALLAN, CHAIRMAN
COEUR D'ALENE TRIBAL COUNCIL**



**NORMA JEAN LOUIE, SECRETARY
COEUR D'ALENE TRIBAL COUNCIL**



EXECUTIVE SUMMARY

The intent of the CEDS is to provide an understanding of the regional economy and how the Coeur d'Alene Reservation interacts with the regional economic structure. Comparatively speaking, regional economic thinking is a younger brand of economic thought. The difference between traditional economics and regional economics is that regional economics, and regional thinking, takes into account the spatial aspect of an economy, and seeks to identify factors dealing with economic activity of a defined geographic area.

The US Department of Commerce, Bureau of Economic Analysis, has identified 181 different economic areas throughout the country. The Coeur d'Alene Reservation is located in the Spokane Regional Economic Area (Spokane EA). This area is comprised of all North Idaho and northwest Washington counties and is centered around the Spokane-Coeur d'Alene metropolitan area.

Community and private sector participation in economic development efforts and in the CEDS process has been more than adequate. Over the past three years, community meetings have been held to understand what reservation community members like and dislike about their community as well as what needs to be done to enhance community values and solve community problems. What started out as simple inquiry turned into a community development and capacity building initiative helped by the University of Idaho, the Northwest Area Foundation, and Innovative Leadership Australia. Current public participation efforts are geared toward community economic development where we seek to create a business friendly culture and culture friendly business.

This economic development strategy draws from the review of the environmental, social, and economic analysis including information gathered from community participation meetings. A plan of action including suggested projects to implement goals and objectives set forth in the strategy are provided. Performance measures that will be used to evaluate whether and to what extent goals and objectives have been met or being met will also be implemented. The long-term goal of the Tribe is to overcome the adversity in its economic history and provide clean, stable, and sustainable economic growth for Tribal members and the reservation.

The CEDS proposes an economic development strategy that will focus on 4 key areas:

INFRASTRUCTURE

- | | |
|----------------------|--|
| <u>Objective I-1</u> | Ensure adequate water and sewer service for businesses and households |
| <u>Objective I-2</u> | Create pedestrian friendly communities |
| <u>Objective I-3</u> | Maintain and improve the public transportation system on the Coeur d'Alene Reservation |





PARTNERSHIP & COMMUNICATION

- Objective PC-1 Work with Tribal Council, reservation communities, local businesses, community non-profits, and regional economic development organizations to implement the CEDS.
- Objective PC-2 Develop partnerships with the City of Worley, City of Plummer, and the City of Tensed to enhance economic conditions of the reservation communities.
- Objective PC-3 Improve communication of economic development strategies by use of current media outlets.

RESERVATION ECONOMY

- Objective RE-1 Attract new businesses, reduce importation, and develop a support system for business owners
- Objective RE-2 Develop and enhance the arts and culture sector of the reservation economy.
- Objective RE-3 Improve the economy on the reservation by investing in education
- Objective RE-4 Study the economic behavior of the Coeur d'Alene Reservation

LAND USE

- Objective LU-1 Maintain open space and preserve the rural character of the Coeur d'Alene Reservation
- Objective LU-2 Adopt land use and development strategies that account for future growth and enhance the reservation economy





1. INTRODUCTION

This Comprehensive Economic Development Strategy, hereafter referred to as “CEDS”, is the culmination of efforts by the Coeur d'Alene Tribe, and the reservation community, to define and improve economic conditions on the reservation.

The Economic Development Administration (EDA), a division of the U.S. Department of Commerce, states:

“A CEDS should promote economic development and opportunity, foster effective transportation access, enhance and protect the environment, and balance resources through sound management of development. For the purposes of these guidelines, the term “region” refers to areas that have been defined economically, environmentally, or geographically as appropriate units for addressing economic development and related challenges.

The CEDS document should be short and easily accessible. The general public, government decision makers, and business investors should be able to use it as a guide to understanding the regional economy and to taking action to improve it. The CEDS should take into account, and where appropriate, incorporate, other planning efforts in the community. Its quality should be judged by its usefulness as a guide to local decision making. There should be a continuing program of communications and outreach to encourage broad-based public engagement and commitment of partners.”

The CEDS document is mandated by the EDA to define Economic Development Districts (EDD) throughout the nation. The Coeur d'Alene Tribe acts as an EDD for the Coeur d'Alene Reservation and the communities of DeSmet, Plummer, Tensed, and Worley.

It is the desire of the EDA and Coeur d'Alene Tribe to provide this document for the reference of economic conditions, development strategies, and projects throughout the reservation; however, this CEDS should not be considered a “stand-alone” document. The CEDS is one tool of many to be used for economic development purposes.

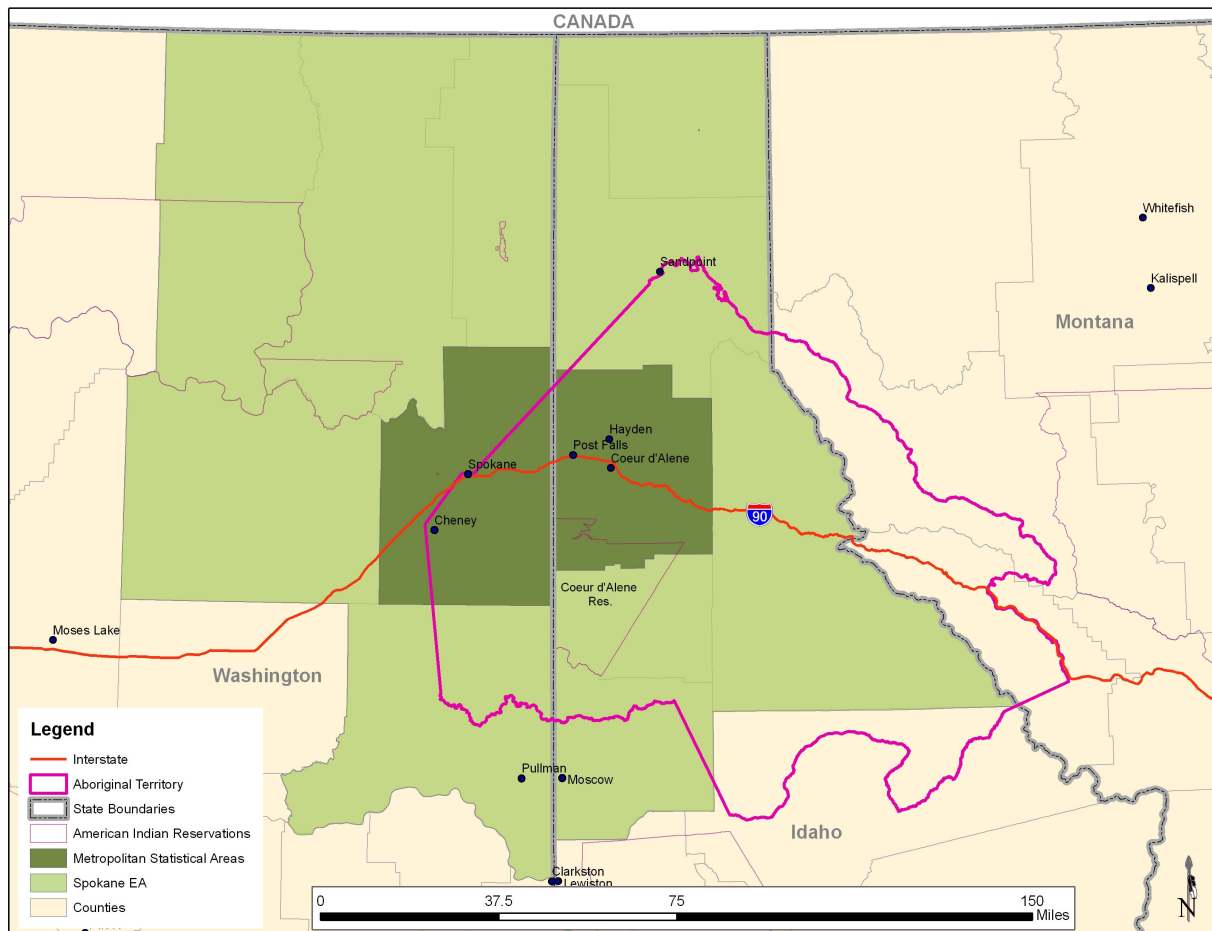
REGIONAL THOUGHT – LOCAL APPLICATION

The intent of the CEDS is to provide an understanding of the regional economy and how the Coeur d'Alene Reservation interacts with the regional economic structure. Comparatively speaking, regional economic thinking is a younger brand of economic thought. The difference between traditional economics and regional economics is that regional economics, and regional thinking, takes into account the spatial aspect of an economy, and seeks to identify factors dealing with economic activity of a defined geographic area.

The US Department of Commerce, Bureau of Economic Analysis, has identified 181 different economic areas throughout the country. The Coeur d'Alene Reservation is located in the Spokane Regional Economic Area (Spokane EA). This area is comprised of all North Idaho and northwest Washington counties and is centered around the Spokane-Coeur d'Alene metropolitan area. Figure 1 represents this area and includes the aboriginal territory of the

Coeur d'Alene Tribe showing that the Coeur d'Alene Tribe has a historical connection to the Spokane EA.

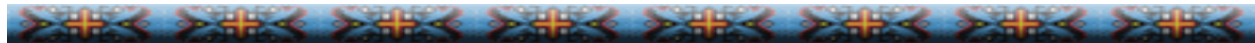
Figure 1 – Spokane Economic Area



ORGANIZATION AND LEADERSHIP

Four economic development corporations are working in the Spokane-Coeur d'Alene region in order to attract new business, retain existing businesses, create jobs, and influence public policy. Greater Spokane Incorporated (GSI) is an economic development corporation working for the Washington side of the Spokane region. Funded by 1,500 private sector investors, along with the State of Washington, and member cities in Spokane County, Greater Spokane Incorporated focuses on economic development, workforce development, public policy, business resources, and marketing.

Panhandle Area Council (PAC) is the economic development corporation that works with the five North Idaho counties in the Spokane-Coeur d'Alene region. Members of the council are elected officials from the cities of North Idaho and the Kootenai and Coeur d'Alene Tribes. PAC is dedicated to the diversification and stabilization of the North Idaho economy. The third



regional organization is the Inland Northwest Economic Alliance (INEA), which aims to enhance brand recognition of the Inland Northwest and the communities therein, both in Idaho and Washington. Finally, JobsPlus is the Coeur d'Alene, ID economic development corporation set up to attract new business and create new jobs. Since its inception in 1987, JobsPlus has attracted 80 companies, 5,175 jobs to Kootenai County Idaho.

Regional leadership in tribal economic development is coordinated through the Affiliated Tribes of Northwest Indians (ATNI). ATNI has been involved in assisting in tribal sovereignty and self-determination efforts since 1953. The organization serves over 50 tribes in Washington, Idaho, Montana, Oregon, S. Alaska, and N. California. ATNI formed an economic development corporation designed to address the need for self-sufficiency within tribal communities. Three programs have emerged at the request of ATNI member tribes. The programs are technology, tourism, and energy based.

The responsibility for the CEDS, and for economic development planning, on the Coeur d'Alene Reservation has been delegated to the Planning Division of the Coeur d'Alene Tribe Public Works Department. This department is under the direct supervision of the Coeur d'Alene Tribe Administrative Director, with oversight by the seven members of the Tribal Council. The Planning Division consists of a Land Use Planner, an Economic Development Planner, a Transportation Planner, and a Grant Writer. The Coeur d'Alene Tribe has adequate resources to take on economic development challenges and has plenty of partnering opportunities throughout the region.

COMMUNITY AND PRIVATE SECTOR PARTICIPATION

Community and private sector participation in economic development efforts and in the CEDS process has been more than adequate. Over the past three years, community meetings have been held to understand what reservation community members like and dislike about their community as well as what needs to be done to enhance community values and solve community problems. What started out as simple inquiry turned into a community development and capacity building initiative helped by the University of Idaho, the Northwest Area Foundation, and Innovative Leadership Australia. Current public participation efforts are geared toward community economic development where we seek to create a business friendly culture and culture friendly business.

Beginning in the Spring of 2006, through a series of public meetings, community members determined what they value and what they de-value in their community. The list below is a synthesis of their discussions at these public meetings concerning community values:


Values

Cultural and Natural Resources
Family and Friends
Self-sufficiency
Rural Character
Progressive Leadership
Continued Education

Non-values

Substance Abuse
Domestic Violence
Impotent Leadership
Unattractive Communities
Inadequate Infrastructure
No Co-operation





Following the community meetings a community effort, called Horizons, formally supported by University of Idaho and the Northwest Area Foundation, focused on community leadership and aimed at reducing poverty in rural and reservation communities. A series of trainings were held and were geared toward capacity building both on and off-reservation. Through various study circles, the leadership plenty initiative and the community visioning sessions, three very important things came about: 1) new community leaders emerged, 2) a community economic vision statement was made, and 3) 4 action teams were created. The Coeur d'Alene Reservation community economic development vision states:

"Coeur d'Alene Reservation communities are close-knit communities with tribal and local governments working in strong partnerships. We have open community conversations and full participation from our citizens. We are renowned for our progressive, cohesive and collaborative communities and self-supportive rural life. We have a strong belief in and support for education that provides for lifelong learning.

We have created vibrant bustling downtowns and a diverse, progressive, and innovative small business sector. We have developed an abundance of savvy business people who cater to the multitude of recreational enthusiasts and passing visitors."

The formation of 4 action teams, Community Vitality, Community Pride, Life Long Learning, and Communication and Leadership, set goals to beautify the community, break social barriers, and enhance the economic climate on the Reservation. The final period of the Horizons program lead into 13 different community workshops based on e-commerce, rural entrepreneurship, non-profit work, building social capital, and dealing with community conflict. The momentum behind the efforts spurred on by the Horizons program has helped to initiate a newly formed non-profit organization called One Sky North Idaho, which will maintain the 4 action teams and continue the community development work.

Beginning in the Winter of 2009 the public participation effort continued with community and stakeholder meetings focused on local economic development. Discussions included current business developments on the reservation and new ways to organize and channel efforts to generate positive economic activity. It was agreed that there should be two forms of organization on the reservation. One form would take on the role of creating a business friendly culture that is engaged in promoting innovative entrepreneurship, developing new business networks, growing new skills, and gathering & disseminating new information. The other form would take on the role of creating a culture friendly business that would attract the creative class, or knowledge worker, and help in the development of an innovation habitat.

Also, an economic development survey was created and distributed to a sample population on the reservation that helped determine areas of concern as well as potential solutions for the local economy. The survey serves as a project prioritization tool and helps the tribe determine which areas of economic development need emphasis. For detailed results of the survey see Appendix A.

Stakeholder and community meetings continue to be a part of the CEDS process. Meetings with local business owners, large employers, and community members will be a vital part not only in updating the CEDS but in implementing it was well.



2. RESERVATION PROFILE

The Coeur d'Alene Reservation, located in North Idaho, is approximately 345,000-acres in size. The Reservation is primarily rural and relatively isolated, where forests, agricultural fields, and rural residences dominate the landscape. Major physical features on the reservation are Lake Coeur d'Alene, Bitterroot Mountains to the east, Palouse Prairie to the west, and many streams throughout.

ENVIRONMENT

AIR & CLIMATE

On the Coeur d'Alene Reservation, summers are warm or hot in most valleys but cooler in the mountains. Winters are cold in the mountains where precipitation, which occurs throughout the year, causes a deep snowpack. In valleys, precipitation in summer falls as showers with an occasional thunderstorm. IN winter, the ground is covered with snow much of the time. Chinook winds are warm and dry and often melt and evaporate the snow.

In winter, the average temperature is 31.2 degrees F., and the average daily minimum temperature is 24.1 degrees. In summer, the average temperature is 65 degrees, and the average daily maximum temperature is 82.7.

Of the total annual precipitation, 10 inches, or 33 percent, usually falls in April through September, which increases the growing season for most crops. Thunderstorms occur on about 16 days each year, and most occur in summer. Average snowfall is 59.5 inches. The greatest snow depth at any one time during the period of record was 35 inches. On average, 28 days have at least 1 inch of snow on the ground, but the number of such days varies greatly from year to year.

LANDSCAPE

The land surface in the Reservation is irregular in relief with and elevation of 2,200 to 2,600 feet above sea level. A few mountain peaks rise to a height of 4,000 to 5,500 feet. A large portion of the reservation consists of rolling hills covered with timber and farmland. About 24,500 acres of farmland is owned by members of the Tribe and leased out for farming.

Preservation and dedication of open space is important. Wetlands provide a natural storm water treatment and management system. The wetlands act as a sponge and treat the water by removing particles before they reach aquifers or other surface waters. Using these natural systems benefit the community. These riparian areas can be utilized as parks or be left alone and kept in a more natural state with passive activities permitted on them. Every community on the reservation has at least one park maintained by either the municipality or the Coeur



d'Alene Tribe. The size of the parks are sufficient for the size of the community, however, the parks do seem under utilized and seem to sit empty except when being used for special events.

WATER

The southern halves of Lake Coeur d'Alene and Black Lake, and several creeks and mountains characterize the northern one-fourth of the reservation. Abundant water resources also characterize the remainder of the reservation, which lies in Benewah County. The St. Joe River flows from Shoshone County west to St. Maries, ID and is joined by the St. Maries River. The St. Joe River flows northwest from the city of St. Maries and feeds through Benewah, Round and Chatcolet Lakes into Lake Coeur d'Alene.

Water is central to the Coeur d'Alene Tribe and their way of life. The southern one-third of Lake Coeur d'Alene is now under the jurisdiction of the Tribe. This is a result of a long court battle with the State of Idaho. The Tribe is actively maintaining and monitoring the water quality of Lake Coeur d'Alene and many of its major tributaries. By maintaining a high level of water quality it is hoped that any damage that has been done from past mining practices, and current shoreline development, can be undone through proper water quality management. The Tribe takes its water resources very seriously and has established a legacy of stewardship and ownership over its water, both surface and groundwaters.

INFRASTRUCTURE & TRANSPORTATION

Potable water systems are meeting the current needs of communities on the reservation. Each municipality and tribal community is maintaining adequate water supply levels to support current populations. However, if the communities were to experience an increased rate of growth, there would not be enough water to accommodate future growth.

The current sewer systems are at capacity. Every community's wastewater treatments system utilizes evaporation lagoon and settling pond technology. There are no mechanical wastewater treatment systems on the reservation, which use membrane bioreactor, sequence batch reactor, or any other conventional mechanical systems capable of handling larger amounts of wastewater. However, Plummer is currently in the process of building a new mechanical treatment plant using the latest treatment technology and will create significant additional capacity in the system, which will allow for growth and development.

The reservation is experiencing a shortage of quality, affordable housing. This shortage impacts the local work force causing many employees to commute long distances of up to an hour or more, one way, between work and home. This imported workforce is a draw back to the local economy and negatively impacts business development, money circulation, and the K-12 education system.

The major North-South arterial on the reservation is US Highway 95, which runs through the reservation and connects the three major tribal communities of Worley, Plummer, and





Tensed/DeSmet. On the northern part of the reservation US Highway 95, from Worley to the northern border, is a four-lane highway. The remainder is a two-lane highway with turning lanes within city limits. Two other major North-South arterials are State Highway 3, which runs through St. Maries and goes North to Interstate 90, and State Highway 97 (a scenic by-way), which runs from State Highway 3, through Harrison, ID, and up to Interstate 90 along lake Coeur d'Alene. The major East-West arterials on the reservation are State Highway 5 from Plummer to St. Maries, State Highway 58 from the Coeur d'Alene Casino to the Washington state line, and State Highway 60 from US 95 to Tekoa, WA. These highways provide the majority of commercial and personal transport on the reservation. The highways that pass through municipalities have little-to-no pedestrian or bicycle access. Sidewalks and crosswalks are desperately needed within communities in order to make for a more pedestrian friendly environment.

There is a public transportation system operating on the reservation. The CityLink system is currently experiencing tremendous growth in ridership. As of May 2009, over 37,000 people a month ride one of the five routes serving Kootenai County and western Benewah County. CityLink operates 22 hours a day, 7 days a week, and operates vehicles, which cover 900,000 miles a year. CityLink included one rural route and one "Link" route on the Coeur d'Alene Reservation. The rural route operates between the casino and the tribal community of DeSmet and includes scheduled stops in Worley, Plummer, and Tensed. The "Link" route operates between the casino and the new Riverstone development in Coeur d'Alene, ID. The Riverstone development is where the "Link" bus and the 3 urban routes serving Post Falls, Coeur d'Alene, and Hayden, converge. Ridership on the rural route has remained steady over the last year, as 6,000 riders per month have used CityLink consistently. The Link Route has experienced an increase in ridership over the last year from 6,000 to approximately 9,000 riders per month. In July 2008 there were 16,958 riders on the reservation routes. Public transportation on the reservation has become a vital component for community development and mobility, and needs to be maintained, and even expanded, in order to provide a appropriate levels of service.

One unique feature to the transportation system on the reservation is the Plummer-Mullan bike trail also known as The Trail of the Coeur d'Alenes, a 70 mile paved bike trail along an old rail bed. This trail traverses along some of the most scenic areas of North Idaho. These areas include Lake Coeur d'Alene, the Coeur d'Alene River, and the Silver Valley. The riders of the trail come from across the nation just to ride their bike on the trail. The Silver Valley has experienced most of the ridership and has taken advantage of the tourist possibilities that have arisen. Plummer has a trailhead and parking lot but lack any commercial amenities for which riders would be able to patronize, such as, restaurants, hotels, convenience shops, or bike repair/sales shops. Establishments like these, located at or near the trail and trailhead, would serve not only the trail users but also the reservation as a whole.





LAND USE

Of the 344,990 acres within the Reservation boundary, 36,370 are in tribal trust status and 308,620 are in non-trust. Most of the land (247,540 acres) is in individual ownerships, another 13,210 acres are in public ownership and major timber companies own approximately 47,870. The majority of tribal trust lands are scattered parcels that are generally located south of Plummer and west of U.S. 95. Approximately 5,000 acres is farmed as part of the Tribal agricultural business operation. Almost all of the individual Indian trust lands (allotments) are located in the western portion of the Reservation along the U.S. 95 corridor. Approximately $\frac{3}{4}$ of these parcels are west of the highway and the remaining is east of the highway. A number of private timber holdings are in the southern and eastern portion of the Reservation. The Reservation land base is primarily agriculture, timber production, and recreation usage along the shores of various lakes. Commercial and limited industrial development is pretty well confined to the several small communities on the Reservation.

A preliminary build out analysis has been conducted by Eastern Washington University planning students to help determine future residential needs on the Coeur d'Alene Reservation. They indicated that North Idaho has experienced rapid growth especially in the areas nearest Spokane, WA and Coeur d'Alene, ID. If a 3% increase in population, per year, were used as a guide to determine what the future population would be for the reservation, based on past population rates of increase, the increased population would be about 5,896 in 2030, leaving a total reservation population of about 12,000. If the average household size is 2.6 persons, then it is assumed that in 2030 there would be an increase of 2,267 housing units. The students concluded that to accommodate these homes there would need to be 453 – 906 acres available, depending on the allowable land use density. This study helps in understanding the amount of land that would need to be available for future development on the reservation. Most likely these acreages would need to be available around the cities on the reservation.

The Tribe is currently contemplating zoning, subdivision ordinances, and design standards. At times, inconsistent and unpredictable management of land prevents the tribe from considering all of the issues related to development on the reservation. Ultimately, the shortcomings include, lack of adequate long-range planning, ad-hoc means of project evaluation, and the absence of mechanisms for evaluating current land use projects. It is necessary for the Coeur d'Alene Tribe to be able to systematically assess its land related policy needs and priorities, such as specific housing, commercial or open-space need analysis. Kootenai County has zoning and subdivision ordinances. Benewah County does not yet have a zoning ordinance but it has subdivision and mobile home park ordinances. Kootenai County currently exercises zoning and subdivision control over non-trust land within the Reservation. It may be necessary in the future for some form of collaboration between the tribe, city, and county governments to form a land related policy agreement, however, this would be at the discretion of the Coeur d'Alene Tribal Council. It is the responsibility of the Planning Division to respond to any land use action that may affect the Coeur d'Alene Tribe in any way, such as development or proposed development. The Planning Division responds to county land use proposals that could affect the Tribe by submitting written comments to the jurisdiction.

SOCIETY

POLITICAL BOUNDARIES AND JURISDICTION

Figure 3 – Coeur d'Alene Reservation



Both Benewah and Kootenai Counties lie within the Reservation. About 60 percent of the Reservation is located in Benewah County, with the other 40 percent in Kootenai County. The largest town completely on the Reservation is Plummer with a Census 2000 population of just under a thousand. The town of St. Maries that lies just off the Reservation has a Census 2000 population of 2,700. Other settlements on the Reservation had populations of 200 or less, namely, Worley, Tensed, and DeSmet. These towns and the Tribe's main businesses are located along U.S. Highway 95, the main north-south route through the State of Idaho.

Historically multi-jurisdictional issues have posed as obstacles in forming comprehensive economic strategies. A cooperative climate between the different governments on the reservation could provide a more effective atmosphere to deal with

economic development issues. With tribal, municipal, state, and federal governments working together, different shares of the economic burden could be addressed, by the respective governments, to achieve common goals. The Tribe's unique inter-jurisdictional situation with two county governments, three municipalities, the State of Idaho, and various federal agencies requires active coordination to maximize effectiveness.

CULTURE

Prior to the establishment of the Coeur d'Alene Reservation, the Schitsu'umsh (Coeur d'Alene) people inhabited the lands where most major North Idaho cities now exist. It is the heritage of the Coeur d'Alene Tribe, the Schitsu'umsh, that is the oldest and most profound in this region. Their neighbors, the Spokanes, the Kootenais, the Kalispels, the Nez Perce, the Palus, and the Colville all inhabited or shared various parts of the Spokane-Coeur d'Alene region. For the most part these tribes traded freely with one another and commerce was based on a barter system, which was directly connected to the seasons of the year. The predominant language stock shared in the region was in Inland Salishan language for which all tribes mentioned spoke, except for the Nez Perce and Palus.



The culture of any people is embedded within the language. The growing concern for language revitalization is unquestionably valid. Because the Tribe's language expresses the thoughts of Tribal Ancestors' perceptions of the world, it is the key to understanding the inherent beauty of traditional ways. Through the Coeur d'Alene Tribe Cultural Resources Department, instruction in *Snchitsu'umshtsn* (Coeur d'Alene Language) is offered. The only requirement for participation in the program is a desire to learn the language. Instruction is available on an individual, self-study basis, as well as on a more formal basis through a partnership with North Idaho College. The Coeur d'Alene Tribe has been using Geographic Information System (GIS) to spatially depict their territories located in Idaho. About 10 years ago tribal elders became very excited about GIS when it was proposed that it be used as a solution for preserving the Tribe's cultural heritage. The Names-Places Project began shortly thereafter as a solution to link geography, language, and knowledge of the Coeur d'Alene aboriginal territory for the preservation of Tribal Culture.

The Coeur d'Alene Reservation is teaming with artists and craftspeople who have tremendous skills in beadwork, basket making, quilting, textiles, native American crafts, graphic art, pottery, writing, and singing & drumming, just to name a few. Community members talented in the arts have expressed a desire for help to acquire raw materials, distribute goods, and sell products. With the desire to promote local artists comes the desire to organize and establish a type of arts council that would serve as a coordinating, networking, and preserving organization that would assist local artists and the community in developing a vibrant creative economy on the reservation.

Students from the University of Idaho, Washington State University, and University of Iowa have assisted the Tribe and reservation communities over the past 2 – 3 years. Students traveled the reservation and visited with members of the community to determine, from an outsider's perspective, what the community's identity is. They explored the history, aesthetic qualities, nature, and other cultural aspects of the reservation. Then, they provided alternatives for cultural interpretation through art, architecture, placemaking projects, and activities. Below are examples of what University of Iowa students came up with for possible entry signs for each community on the reservation.



North Idaho culture is based on the long economic legacy of mining, logging, and farming. Most towns in North Idaho emerged as centers for one of these major base industries. The area is also a place of natural beauty, which has attracted a large amount of people seeking a beautiful





place to retire, a beautiful place for a second home, or a beautiful place to vacation. This amenity-based development has changed the culture of the area, as well as the economy, from a resource based industrial region, to a service-based region.

Regional cultural amenities include: the Spokane Arena, INB Performing Arts Center, Spokane Opera House, Fox Theatre, Museum of Arts and Culture, Cataldo Mission and Interpretive Center, and all the performance centers on the various college campuses. Athletic events in the region include: Spokane Chiefs hockey team, Spokane Indians baseball team, Spokane Shock arena football, Spokane Shadow soccer team, Ironman Triathlon competition, Bloomsday 12k fun run, Hoopfest 3-on-3 basketball tournament, and the NCAA sporting events at the three universities in the region. The major recreation opportunities in the region include: Lake Coeur d'Alene, Lake Pond d'Oreille, Priest Lake, Silver Mountain ski resort, Schweitzer ski resort, Mt. Spokane ski resort, 49 Degrees North ski resort, Centennial Bike Trail, Trail of the Coeur d'Alenes, Hiawatha Trail, 4 world class golf courses, Silverwood Theme Park, and all the hunting, fishing, snowmobiling, horseback riding, camping, and numerous other outdoor activities.

EDUCATION

The region has an abundance of higher education opportunities. Between Idaho and Washington there are 4 major universities in the region that contribute 78% of the 65,000 students studying in the area colleges and universities. Idaho institutions include University of Idaho, Lewis and Clark State College, and North Idaho College. Washington institutions include Washington State University, Gonzaga University, Eastern Washington University, Whitworth College, Spokane Community College, and Spokane Falls Community College.

There exist education corridors linking Idaho and Washington via the communities of Pullman-Moscow, and Spokane-Coeur d'Alene. With cross border collaborations, especially between the University of Idaho and Washington State University, an expansive learning opportunity exists for students, businesses, and communities seeking to grow their knowledge base.

On the Coeur d'Alene Reservation the Tribal Department of Education has begun providing college credit courses in their offices for community members seeking to further their education. This is being done in cooperation with the University of Idaho and North Idaho College. The Tribal Department of Education is also offering workforce-training programs, in conjunction with North Idaho College, for the Tribe's manufacturing company. With growing demand for workforce training and college studies on the reservation, the Tribal Department of Education is pursuing the construction of a tribal education center which will offer college level courses and programs providing the reservation with a local knowledge base to help grow the economy.

Elementary and secondary education on the reservation is provided by the Coeur d'Alene Tribal school, offering a K-8 level education, and the Plummer-Worley Joint School District, offering K-12 level education. Over the last several years, the Plummer-Worley School district has





struggled to maintain buildings, to maintain student enrollment levels, to achieve high-ranking student test scores, and to retain teachers long enough to build a rapport with parents and community members. Approximately 25% of Native American population on the reservation does not have a high school diploma, 25% of the Native American population does have a high school diploma, or equivalency, 33% have some college experience, 11% have an associate degree, and only 6% have a bachelor's degree or greater. For the non-native population, about 14% do not have a high school diploma, 37% have a high school diploma, 24% have some college experience, 8% have an associate degree, and 17% have a bachelor's degree or greater.

HEALTH

The Benewah Medical and Wellness Center, located in Plummer near the Tribal Headquarters, provides state-of-the-art "primary, holistic, preventive, and wellness promotion to all members of the community as intended by the Creator" (from the mission statement). The area was once characterized by its poverty and lack of health care services. A third of the population was below 200% of the Federal poverty guidelines. Approximately 56% had no insurance coverage. Until recent years, the unemployment rate was typically the highest in the state and double the national average. With only fragmentary care from the Indian Health Service and great distances to affordable health care for non-Indian residents, in 1987 the Coeur d'Alene Tribe initiated a plan to address this situation.

The Coeur d'Alene Tribe made a tough decision to no longer rely upon the Indian Health Service for its medical services, but within the framework of self-governance, contract those services and provide health and wellness services themselves. Federal and state funding was secured through a number of grants and a unique partnership with the City of Plummer was forged (the first such joint venture in the United States between a Tribe and a city municipality). No Tribal gaming dollars were or have been used to finance the project.

As part of the first phase, in 1990 a 6,750 square foot building was opened with a staff of 14 and over 800 patients, establishing primary medical care for the community focusing on acute and chronic illness. Under a sliding fee scale, non-Indians were also welcomed. The service area included the Coeur d'Alene Reservation, as well as the surrounding counties of Idaho and extending into the State of Washington.

Because of the strong demand for services, with close to 8,000 active patients today, and an annual budget in excess of \$7 million, phase two of the Tribe's health care plan was implemented in 1994. The Medical Center was expanded to nearly 17,000 square feet, providing additional medical exam rooms, a five chair dental wing, increased space for pharmacy services, community health programs and conference rooms.

As prevention of illness and maintenance of wellness were also goals of the Tribe and City, phase three of the health care plan was implemented in 1998 when a 43,000 square foot, \$5 million Wellness Center opened. Built debt-free from a number of Federal, State and private funding sources, the facility includes a 100,000 gallon lap pool, therapy pool, hot tub, kiddie





pool, physical and cardiac therapy, full-sized basketball and racquetball courts, indoor walking track, aerobics and weight rooms, community health services, and conference rooms. A well-trained staff provides wellness information, complete fitness assessments and individualized exercise programs. The programs and facilities of the Wellness Center thus incorporate and continue many of the traditional health and exercise practices of the *Schitsu'umsh*, such as swimming, the use of the sauna, and competitive contact sports.

POPULATION

According to the US Economic Development Agency, Bureau of Economic Analysis, the population of the region in 2006 was 800,419 people. The average growth rate per year, for the region, from 2001-2006, was 1.31%. Using this average it is likely the current regional population is about 832,289 people. Most of the population is located in the metropolitan statistical areas of Spokane and Coeur d'Alene, which areas are contiguous with Spokane and Kootenai County, respectfully. The population in these areas is about 600,000 people. The rest are located in smaller towns and rural areas of Eastern Washington and North Idaho. The population of the Coeur d'Alene Reservation is approximately 6,000 people.

Approximately 20% of the population on the reservation is American Indian and Alaska Native. The majority of the population is composed of non-Indian people with 78% of the total population. Looking at solely the Coeur d'Alene Tribal population, it is increasing dramatically, and stands today at about 2,100 tribal members. About half of the Coeur d'Alene Tribal members reside on the reservation.

The population in North Idaho is expected to grow continuously. As mentioned before in the land use section of this plan, the reservation population is expected to reach over 10,000 people in the near future. That is assuming a moderate rate of growth. If there is a spike in the rate of growth, due to improvements to community water and sewer systems allowing for more growth and relatively cheap land available, the reservation could experience a rapid change in population and there may be growing pains for government services. With the added population, it is expected that economic growth will take place as well.

SOCIAL NETWORKS

The region has some excellent opportunities for business networking, business assistance, grassroots community development, entrepreneurial development, and technological assistance through various organizations and programs. The Spokane Intercollegiate Research and Technology Institute (SIRTI) is an economic development organization established to assist in the growth and development of innovative technology companies in the Inland Northwest. SIRTI is a collaboration between business, higher education, and government, which seeks to provide a place for entrepreneurs and start up companies to develop and enhance their businesses. Through the partnerships SIRTI is able to provide 40,000 square feet of business incubator space filled with technology and bio-medical companies.





Another organization set up assist in business development is Connect Northwest, a nonprofit with the goal of advancing entrepreneurship and business growth in Washington, Idaho, and Western Montana. Connect Northwest is a representation of innovators, entrepreneurs, business executives, and angel investors. Through their programs they are able to offer businesses, executives, and researchers the strategic solutions tailored to meet their needs throughout their business cycles.

On the reservation a multifaceted grass roots organization has emerged as a central economic, community, and social development nonprofit called One Sky North Idaho. What started out three years ago as a project of the Northwest Area Foundation, in partnership with the University of Idaho, Horizons began as a visioning and planning effort to reduce poverty and grow leadership. The reservation community members were involved in study circles, leadership training, community visioning, and continued community coaching and action. After 2 ½ years of this work the Northwest Area Foundation left the community to continue on with the work. The remaining leadership has formed a board and has written by-laws and will soon be a registered 501(c)3 with the State of Idaho, known as One Sky North Idaho. One Sky North Idaho will continue to grow leadership and reduce poverty as well as perform in economic development and community development projects on the Coeur d'Alene Reservation.

ECONOMY

REGIONAL ECONOMIC CLUSTERS

There are two approaches to regional economic cluster identification. One way is to view the clusters as industrial wealth driven and export based, where the business is served. The other way is to view the clusters as occupational in nature where the workforce is served. The clusters identified in this CEDS are a combination of the export based and the workforce based clusters. The major industry clusters in the region are manufacturing, health care, agriculture/natural resources, tourism, professional services, and armed services. These account for a combination of most of the income and employment within the region.

The manufacturing industry is growing and is currently contributing to hundreds of millions of dollars to the regional economy. It has over 500 businesses powered by a workforce of around 18,000. A unique part of the manufacturing industry is the aerospace manufacturers in the region. Leading segments are aircraft parts and auxiliary equipment manufacturing. The region has a diversified supply chain and a highly skilled workforce making the area very attractive to support and grow new business in aerospace manufacturing.

The health care industry is led by 6 major hospitals and supported by nearly 1,000 businesses. Healthcare in the region has a workforce of about 30,000 employees. In 2006, Spokane ranked 4th in the nation for metro areas with the highest employment concentrations and wages for the health care industry.





Agriculture and natural resources have traditionally contributed a lot of the economic activity in the Spokane region. Mining in the Silver Valley of Idaho, timber in the northern and eastern areas of the region, and farming in the southern and western areas of the region, have provided the region with steady jobs and income historically. The natural resources and agriculture industry has seen a decline in the number of jobs, but income has remained comparatively steady. Agriculture still holds 9% of the workforce in the region, as there is a strong interdependency of agricultural and agricultural related jobs.

Tourism in the region is another major income generator. Tourism not only generates income directly, but indirectly as well. Some unique tourism attractions, other than the natural beauty, are the largest theme park in the Northwestern United States called Silverwood Theme Park, which serves fun seeking travelers from all over the northwest, and 5 Indian casinos that help provide jobs and income to the region. Total traveler spending in the region is about \$1.5 billion dollars and approximately \$500 million goes directly to tourism-based services. The tourism workforce is around 20,000 employees.

The professional services in the region span a large range of service types. This includes everything from financial, business, legal, architecture & engineering, technological, and general services. One thing that makes the region unique is the amount of entrepreneur-based income that exists in the region. This independent and self-sufficient attitude that exists is one reason the region does so well and will continue to do well. In 2008, Forbes magazine ranked Spokane number 9, out of 200, for best places for business and careers. Another Northwest city, Boise, ID, ranked number 2 on the same list. This helps show that between Idaho and eastern Washington, there are great business opportunities available. Key sectors of business and professional services are information technology, “green” technology, and digital media.

Industry clusters on the reservation are manufacturing, healthcare, tribal government, tourism & gaming, and agriculture/natural resources.

LOCAL ECONOMY

The local economy of the reservation is comprised of exports, multipliers, and imports. Exports are products and services that bring new money into the community, and comprise part of the base of the local economy. The other part of the base of the local economy is the multipliers. These are goods and services sold within the local economy that help redistribute, or re-circulate dollars that come into the community from exports. This part of the local economy is essential as it supports the export sector and is the cause for most economic activity within a community. Maximizing exports and multipliers, or the multiplier effect, increases the economic pool of the community, therefore increasing the capacity of the local economy. But if the pool is drained due to increased imports, because dollars leave the community as people obtain goods and services outside of the community, then the economy becomes weaker and less activity is taking place.





On the Coeur d'Alene Reservation there are some great export industries bringing new money, from outside the reservation, into the local economy. Exports are lead by the Coeur d'Alene Casino and Resort, Potlatch Corporation, the Benewah Medical Center, the Coeur d'Alene Tribal Government, Stimson Lumber, Berg Integrated Systems, and the numerous farming operations found throughout the reservation. These contribute to nearly all the jobs and income on the reservation. To support these export-based businesses there are the local gas stations, restaurants, grocery stores, smoke shops, and other goods and services suppliers that help redistribute the dollars generated. This recirculation and redistribution of dollars through local goods and services providers offer jobs and income and also stimulate activity within the community, however not enough economic activity takes place in order for the local economy to sustain itself.

One of the biggest issues with the reservation economy is the amount of imports and, therefore, loss of dollars within the economic base. Imports include consumer goods, durable goods, family entertainment, and half of the workforce. These imports are generally located throughout the Spokane Economic Area, concentrated in the Spokane-Coeur d'Alene metro area, and cost the reservation economy millions of dollars annually. Those are millions of dollars that, if imports were substituted, could be redistributed through economic activity of the reservation. Instead, because of limited economic activity, the dollars made from exports are almost immediately drained once the weekend comes or when the workday is over. All the dollars leave the community rather quickly as labor leaves the reservation and goes home and when the local residents spend their dollars in Spokane or Coeur d'Alene doing their weekend shopping and entertaining. In order to keep the dollars in circulation, on the reservation, a substitution of imports is needed.

INCOME


According to the BEA Regional Economic Information System (REIS), the regional personal income by industry earnings in 2006 was \$22.9 billion dollars total and \$28,593 per capita. This income includes wages, dividends, interests, rents, and transfer receipts. Total income by place of work for the same year was \$16.9 billion. The highest industry earnings were in government (\$3.8 billion), healthcare (\$1.9 billion), manufacturing (\$1.7 billion), retail trade (\$1.5 billion), and construction (\$1.3 billion). These industries comprise 60% of the total income by place of work for the whole region. The per capita income on the reservation averages between \$24,394 and \$26,970, which is much lower than the regional per capita income.

ECONOMIC INCENTIVES

There are economic incentives to doing business on the Coeur d'Alene Reservation. The US Government, State of Idaho, and Coeur d'Alene Tribe provide these incentives. The incentives provided involve taxes and federal contracting.

The federal incentives are provided through the Small Business Administration and the Department of Defense. The US Small Business Development Administration (SBA) manages





the incentives for companies that do business within Historically Underutilized Business Zones (HUB Zones). The Coeur d'Alene Reservation, as well as Kootenai and Benewah Counties, is in a HUB Zone. Agencies of the US federal government are required by the HUB Zone Empowerment Act to contract with HUB Zone certified businesses for more than 3% of their budget in the form of prime contracts giving smaller businesses in underutilized communities a better chance at becoming a prime contractor with the federal government. Also, the SBA manages the 8(a) Business Development Program which assists small businesses owned and controlled by a socially and economically disadvantaged individual or firm. The Department of Defense Indian Incentive Program motivates prime and sub-tier contractors to utilize Indian organizations, and Indian-owned economic enterprises, by providing a 5% tax rebate to Prime contractors on subcontracted work performed by an Indian organization or on subcontracted commercial products manufactured in whole or in part by an Indian organization.

The state incentives are all primarily tax based. The following are incentives offered by the State of Idaho:

Idaho Business Advantage – Businesses that invest at least \$500,000 in new facilities and add at least 10 new jobs with salaries averaging \$40,000, plus benefits, may qualify for an enhanced investment tax credit of 3.75% up to \$750,000 or 62.5% of tax liability in any 1 year, a new jobs tax credit beginning with \$1,500 and increasing to \$3,000 per job, a 2.5% real property improvement tax credit up to \$125,000 in any 1 year including 25% rebate on sales tax paid on construction materials, and county commissioners upon request of the company may waive all or a portion of property taxes.

New Employee Training Reimbursement – Businesses may be reimbursed up to \$2,000 for training costs for each new job in select rural counties. Each new job must pay at least \$12 per hour and include benefits created by companies qualifying for Idaho's Workforce Development Training Fund program.

New Jobs Income Tax Credit – Businesses may earn a \$1,000 income tax credit for each additional employee added. New employees must work at least 20 hours per week and earn at least \$15.50 per hour. This credit may be carried forward up to 3 years. Also, businesses who hire employees in the production, assembly, fabrication, manufacturing, or processing of natural resources may earn a \$500 income tax credit, which cannot be combined with the \$1,000 new jobs credit.

Investment Tax Credit – Businesses that make qualifying new investments may earn an income tax credit, which can offset up to 50% of a company's state income tax liability and can be carried forward up to 14 years.

Net Operating Loss Deductions – Idaho offers a net operating loss income tax provision for losses up to \$100,000 per tax year. Losses may be carried back for two years, or, if not absorbed in those two years, the remainder may be carried forward up to 20 years.



Research and Development Income Tax Credit – Businesses conducting basic and qualified research may earn an income tax credit of 5% that may be carried forward up to 14 years.

Broadband Telecom Income Tax Credit – Businesses that purchase qualified broadband equipment and infrastructure for the benefit of end users in Idaho may earn a 3% income tax credit up to \$750,000. This credit is transferable and may be carried forward up to 14 years.

Production Sales Tax Exemption - Businesses purchasing equipment and raw materials used directly in manufacturing, processing, mining, fabrication or logging operations; for clean rooms used in semiconductor and semiconductor equipment manufacturing; for any equipment or material used in research and development activities; and processing materials, substances or commodities for use as fuel for the production of energy may earn a 100% sales tax exemption.

Pollution Control Equipment Sales Tax Exemption – Businesses purchasing required pollution control equipment are 100% exempt from sales tax on those purchases.

Utility & Industrial Fuels Sales Tax Exemption – Businesses are 100% exempt from paying sales tax on utilities and industrial fuels. Examples include power, water, natural gas, and telephone.

Goods-in-Transit Tax Exemption – The state's free port law provides that goods-in-transit are 100% exempt from taxation.

Tribal incentives are directly related to trust land status of various lands on the reservation. On trust lands, there are neither property taxes nor sales taxes on goods sold on the trust property.

Given the amount of incentives provided by the federal, state, and tribal governments, doing business on the Coeur d'Alene Reservation and with the Coeur d'Alene Tribe can be very appealing for businesses looking to relocate and expand their current business operations.





3. COMMUNITY PROFILES

BENEWAH COUNTY

The Benewah County population in 2008 was 9,352, a 1.9% increase in population between 2000-2008. In 2008, the percent of the labor force that was unemployed was 8.3%. The County's unemployment rate has typically been in the double digits over the last 25 years. Employment opportunities increased with economic development projects of the Coeur d'Alene Tribe. The per capita income in 2007 was \$28,237, which was 70% of the national average and 86% of the state average. The total number of estimated business establishments in Benewah County, as of 2008, is 304. The top five employers, by industry type, are state and local government (1,170), manufacturing (666), retail (465), transportation & warehousing (342), and health care (323).

KOOTENAI COUNTY

The Kootenai County population in 2008 was 137,475, a 21% increase in population between 2000-2009. In 2008, the percent of the labor force that was unemployed was 4.8%. The per capita income in 2007 was \$30,719, which was 78% of the national average and 95% of the state average. The total number of estimated business establishments in Kootenai County, as of 2005, is 5,100. The top five employers, by industry type, are retail trade (9,504), state and local government (8,449), construction (7,804), healthcare (6,513), and hotel & food service (6,130).

The region continues to transition from a heavy reliance on a resource-based economy of timber and mining to a more diversified economy that has been growing in such industries such as tourism, services, wholesale, retail, manufacturing, and construction. The May 2006 edition of *Inc. Magazine* identifies an 8.8% job growth in Idaho, ranking 5th in the Nation behind Nevada, Arizona, Florida and Wyoming. Locally, the City of Coeur d'Alene, located in Kootenai County, ranked 5th for the "Hottest Small Cities", with a one-year job growth at 7.9% and ranked 4th in the five-year job growth category at 23.6%. The region continues to strive toward a balanced economy with a need for higher paying core industry jobs to offset the jobs and accompanying high wages that have been lost in the timber and mining industries.

DESMET

DeSmet, an unincorporated community of Idaho, is a purely tribal community where the Tribe owns all land and all people are Tribal members or American Indian. The population of DeSmet is around 200 people. The largest employers in DeSmet are the Coeur d'Alene Tribal School and the US Post Office. The unemployment rate of Desmet is 20% and the poverty rate is 27%, the highest on the reservation. The maximum production rate of the water system is unknown. It is unknown what the capacity of the sewer treatment system is designed to treat. Areas of interest in DeSmet are the Sister's Building (a closed Catholic boarding school), the Sacred Heart



Mission, the Coeur d'Alene Tribal School, the DeSmet Community Center, and the soon to be DeSmet Longhouse.

HARRISON

The population of Harrison in 2004 was 277. The three largest employers in Harrison are the Kootenai school district with 45 employees, Harrison Dock Builders with 27 employees, and Gustin Logging and Excavating with 10 employees. The water system has a maximum production rate of 357,000 gallons/day with an average daily use of 45,000 gallons/day. The sewer system is designed to treat 33,000 gallons/day and the average daily usage hovers near capacity. Harrison has created an urban renewal agency in order to assist in upgrades in infrastructure that will allow for growth and development.

One major development project near Harrison, called Powderhorn Ranch, a high-end mixed-use development in the city's area of impact, will definitely change the economic and community dynamics of Harrison once completed. The Powderhorn development has spurred many updates in Harrison's comprehensive plans and land use ordinances. These updated plans and ordinances allow for, among other things, a central business district, high-density residential use, heavy industrial use, and floodplain & shoreline protection areas.

PLUMMER

The population of Plummer in 2007 was 981. The largest employers in Plummer are the Coeur d'Alene Tribe government with over 200 employees, Plummer-Worley School District with 100 employees, the Benewah Medical/Wellness Center with over 50 employees, BERG Integrated Systems with 50 people, and the Stimson Lumber Co. mill with around 50 employees. The water system has a maximum production rate of 500,000 gallons/day with an average daily usage of 252,000 gallons/day. The sewer system is currently designed to treat 130,000 gallons per day, but exceeds that amount periodically. In 2008 Plummer passed a bond to upgrade the wastewater treatment system where it will handle, after Phase I is completed, 500,000 gallons per day, leaving room for growth.

Plummer has been proactive in updating their comprehensive plan and land use code. The comprehensive plan and land use code allows for industrial expansion, mixed-use downtown development, and residential development. Also, the plans and ordinances allow for rural land uses creating a diverse municipal landscape ranging from dense urban style development to rural agricultural style of living.

ST. MARIES

The population of St. Maries in 2004 was 2,569. The three largest employers in St. Maries are the Potlatch Corp. with 399 employees, the Buell Trucking with 160 employees, and the Benewah Community Hospital with 140 employees. The water system has a maximum production rate of 3.2 million gallons/day with an average daily usage of 1.5 million





gallons/day. The sewer system is currently designed to treat 1 million gallons per day and the average daily usage is around 55% of capacity.

TENSED

The population of Tensed in 2004 was 121. The largest employers in Tensed are the Circle H Bar with 5 employees, Mum & Di's Market with 5 employees, and Prairie Grain grain elevator with 5 employees. The maximum production rate of the water system is unknown but the average daily usage is 75,000 gallons/day. It is unknown what the capacity of the sewer treatment system is designed to treat. Tensed does not have a zoning ordinance nor a subdivision ordinance. Areas of interest in Tensed are the US Post Office and the Tensed Library.

WORLEY

The population of Worley is currently around 240. The largest employers are the Plummer-Worley Elementary School, US Post Office, and Jimmy's Bar. The maximum production rate of the water system is 185 gallons per minute. The sewer capacity is designed to treat a maximum of 134,000 gallons per day. Worley does have a zoning ordinance.





4. ECONOMIC DEVELOPMENT STRATEGY

Coeur d'Alene Economic Development Vision Statement

“Coeur d’Alene Reservation communities are close-knit communities with tribal and local governments working in strong partnerships. We have open community conversations and full participation from our citizens. We are renowned for our progressive, cohesive and collaborative communities and self-supportive rural life. We have a strong belief in and support for education that provides for lifelong learning.

We have created vibrant bustling downtowns and a diverse, progressive, and innovative small business sector. We have developed an abundance of savvy business people who cater to the multitude of recreational enthusiasts and passing visitors.”

This economic development strategy draws from the review of the environmental, social, and economic analysis including information gathered from community participation meetings. A plan of action including suggested projects to implement goals and objectives set forth in the strategy are provided. Performance measures that will be used to evaluate whether and to what extent goals and objectives have been met or being met will also be implemented. The long-term goal of the Tribe is to overcome the adversity in its economic history and provide clean, stable, and sustainable economic growth for Tribal members and the reservation.

The CEDS proposes an economic development strategy that will focus on 4 key areas:

INFRASTRUCTURE
PARTNERSHIP & COMMUNICATION
RESERVATION ECONOMY
LAND USE

The following pages are an outline of the specific goals, programs, and policy initiatives that are proposed to help meet the reservation’s needs in each of the key areas. Each objective is an actionable strategy that engages regional and local partners from the private, public, and non-profit sectors in addressing the key areas.



KEY AREA 1 – INFRASTRUCTURE

Background

- In order to allow for growth and development within communities, the water and sewer systems of the reservation communities need improvement and expansion.
- The reservation has a shortage of quality affordable housing causing half the workforce to live elsewhere, which negatively impacts the reservation economy.
- Plummer will soon be completing phase 1 of their new wastewater treatment system that will allow for future growth to the city.
- There is little-to-no pedestrian access for communities with Highway 95 running through it and both sidewalks and crosswalks are desperately needed.
- Public transportation provides a vital component for mobility needs and should be maintained or expanded.

Objective I-1 **Ensure adequate water and sewer service for businesses and households**

Projects and Activities:

- Develop a capital facilities improvement plan for all tribal water and sewer systems.
- Work with the City of Plummer, City of Worley, and City of Tensed to meet the water and sewer needs of businesses and households
- Work with Economic Development Administration, US Department of Agriculture, US Department of Housing and Urban Development, Indian Health Services, Environmental Protection Agency, and Idaho Department of Environmental Quality to create innovative solutions to water and sewer problems on the reservation.
- Determine the future demand for water and sewer services given the expected rate of growth over the next 5 to 10 years

Objective I-2 **Create pedestrian friendly communities**

Projects and Activities:

- Work with local jurisdictions, Idaho Transportation Department, and local highway districts to improve the roadways and highways in reservation communities and include curb, gutter, sidewalks, and bike lanes
- Work with local jurisdictions to prioritize city streets for beautification projects
- Improve access to the Trail of the Coeur d'Alenes in Plummer

Objective I-3 **Maintain and improve the public transportation system on the Coeur d'Alene Reservation**

Projects and Activities:

- Implement the Public Transit and Human Services Transportation Coordination Action Plan as adopted by the Coeur d'Alene Tribal Council on December 4, 2008.



KEY AREA 2 – PARTNERSHIP & COMMUNICATION

Background

- Open dialogue among regional economic development corporations, social networks, local jurisdictions, and community members is essential to quality economic development.
- The Spokane Economic Area has an adequate business support system in place that is led by the various regional economic development corporations and social networks that enhance the business environment of the region and reservation.
- The 5 area tribes along with the Affiliated Tribes of Northwest Indians (ATNI) provide an opportunity to strengthen tribal business and economies.
- The multi-jurisdictional issue on reservation has been an obstacle in economic development and needs to be addressed in order to provide a better political and business atmosphere on the reservation.
- Regular communication with partners and community members leads to a more effective and cohesive economic development approach.

Objective PC-1 **Work with Tribal Council, reservation communities, local businesses, community non-profits, and regional economic development organizations to implement the CEDS.**

Projects and Activities:

- Create a master list of strategic partners committed to work with the Coeur d'Alene Tribe.
- Present the economic development strategy of the CEDS to strategic partners and solicit feedback.
- Work with regional economic development organizations to identify cluster development needs
- Meet with strategic partners annually to monitor and maintain progress.

Objective PC-2 **Develop partnerships with the City of Worley, City of Plummer, and the City of Tensed to enhance economic conditions of the reservation communities.**

Projects and Activities:

- Hold annual meetings with local jurisdictions to share information regarding economic development strategies.
- Maintain communication with local officials concerning community needs and government services.

Objective PC-3 **Improve communication of economic development strategies by use of current media outlets.**



Projects and Activities:

- Submit press releases to area newspapers, business journals, regional magazines, and other news outlets, outlining the reservation's economic development strategy.
- Develop a Tribal economic development website to promote the CEDS as well as the Coeur d'Alene Tribe and reservation

KEY AREA 3 – RESERVATION ECONOMY


Background

- Imported labor, goods, and services contribute to a loss of dollars in the community.
- The unique culture of the reservation gives it an advantage over neighboring areas and provides an opportunity to develop a vibrant creative economy.
- The trailhead in Plummer lacks any commercial amenities to draw in tourists and trail users.
- Education demand for workforce training has increased and the Tribal Department of Education is striving to meet those demands.
- Primary and secondary public education levels seem to be lacking and have an impact on workforce and business recruitment.
- Population levels are expected to grow and therefore economic levels may grow as well.
- Industry clusters on the reservation are manufacturing, healthcare, tribal government, tourism/gaming, and agriculture/natural resources.
- A majority of the jobs and income on the reservation are supplied through Tribal businesses and government.
- Between the State of Idaho, the Coeur d'Alene Tribe, and the Federal government, there are a number of incentives that would attract business relocation or expansion.

Objective RE-1 **Attract new businesses, reduce importation, and develop a support system for business owners**

Projects and Activities:

- Promote existing industry clusters on the reservation through various media outlets
- Develop a business recruitment and retention system that focuses on complimentary businesses for regional and reservation industry clusters
- Use all available incentives provided by federal, state, and tribal government as a means to attract new businesses.
- Identify the goods and services people travel to Spokane or Coeur d'Alene to purchase and determine which ones are suitable for the reservation
- Develop tourist-based services and amenities at the Plummer trailhead for trail users, community members, and regional tourists.
- Design and build a new supermarket/grocery store
- Design and build a new hardware and building materials store
- Spur the formation of a reservation chamber of commerce

- 
- Host yearly business training events for entrepreneurs and potential business owners
 - Initiate a revolving loan fund for small and medium sized businesses through a community development financial institution (CDFI)
 - Create a small business development center or business incubator
 - Develop an awards program for successful businesses on the reservation
 - Construct an industrial/commercial incubator building on a tribal property as a means to encourage business development.

Objective RE-2 **Develop and enhance the arts and culture sector of the reservation economy.**

Projects and Activities:

- Work with Tribal Council, Coeur d'Alene Casino, and tribal communities to develop a comprehensive cultural tourism plan.
- Create public spaces for community events and public art exhibits
- Help make reservation communities more attractive to knowledge-based workers, who seek a vibrant culture, thus enhancing the knowledge base and creative potential of the reservation
- Design and build the Schitsu'umsh Cultural Center
- Work with community members to form an arts council
- Leverage human capital and cultural resources through tourism, crafts, and cultural attractions
- Revitalize communities through downtown redevelopment and cultural renewal.
- Integrate natural amenities with public spaces to create a positive community image, thereby improving quality of life and attracting business and expanding economic activity

Objective RE-3 **Improve the economy on the reservation by investing in education**

Projects and Activities:

- Work with Coeur d'Alene Tribe Department of Education, North Idaho College, and University of Idaho on a tribal education and workforce development center.

Objective RE-4 **Study the economic behavior of the Coeur d'Alene Reservation**

Projects and Activities:

- Contract with economic developers to conduct an in-depth economic analysis of the Coeur d'Alene Reservation
- Perform a Social Account Matrix (SAM) of the reservation
- Perform an Input-Output analysis of the reservation
- Work with Eastern Washington University to create an economic indicators website.



KEY AREA 4 – LAND USE

Background

- Preservation and dedication of open space is important in maintaining rural character.
- Parks on the reservation seem to be underutilized.
- To meet demand for expected population growth, approximately 450-900 acres need to be available in or near municipal services.
- Plummer has updated their comprehensive plan and zoning ordinance that allows for industrial development, a downtown core, and small-scale agricultural uses.
- The Tribe has few land use regulations making tribal land management inconsistent and unpredictable and prevents the Tribe from considering all issues related to development of Tribal lands.

Objective LU-1 Maintain open space and preserve the rural character of the Coeur d'Alene Reservation

Projects and Activities:

- Maximize utilization of community parks through community events, festivals, markets, and recreational activities
- Preserve land near waterways, drainages, and wetlands
- Maintain and expand the agriculture and timber operations on the reservation
- Work with county planning and zoning offices to maintain the rural character of the reservation

Objective LU-2 Adopt land use and development strategies that account for future growth and enhance the reservation economy

Projects and Activities:

- Help attract businesses to Plummer's downtown core and industrial zones
- Encourage residential and commercial development within cities
- Adopt urban infill development practices
- Update the Coeur d'Alene Tribe comprehensive land use plan and enact land development practices that are conducive to the plan



APPENDIX A

ECONOMIC DEVELOPMENT SURVEY RESULTS

The economic development survey was created using the online survey tool provided by Survey Monkey. It is a simple 10-question survey that seeks to determine how people perceive economic development on the reservation. Participants were expected to use their best judgment in determining how economic development should take place on the reservation and what the challenges are concerning economic development. The following narrative is a summary of the survey answers and is followed by the survey results.

A majority of the respondents were from the reservation (80%), while the rest were from Spokane-Coeur d'Alene area. Most of them considered themselves employees of a business, however 23% were business owners, and 13% considered themselves potential business owners. About 43% were tribal members.


Almost all respondents knew which industries comprised the economic base for the Coeur d'Alene reservation (see page 15 of CEDS) and most perceived the Coeur d'Alene Tribal government and health care as the top two industries comprising the base. All respondents perceive the Coeur d'Alene Tribe as playing a significant role in economic development, followed by city government, One Sky North Idaho, and county government. Half of the respondents determined that the level of cooperation and coordination among organizations involved in economic development needs improvement and 23% were neutral to the idea of cooperation and coordination.

When it came time to determine what methods are used to attract business to the reservation most people responded saying there are no efforts being made, which may be an indication that they don't know what methods if any are used. Also, this question was skipped the most, further indicating that people were unsure about business recruitment efforts being made.

As far as how economic barriers, respondents perceive that the top 5 reasons economic development is hampered are (in order):

1. Inadequate infrastructure (water, sewer, power, roads)
2. Availability of quality affordable housing
3. Lack of funding
4. Lack of political support
5. Citizen opposition

When asked about various projects and the impact, whether beneficial or not, they would have on the reservation economy, the respondents determined that all projects





listed would be beneficial. The responses, however, differed as far as to how many agreed on what projects were more beneficial than others. Below is a list of the top 5 projects the respondents perceive to be more beneficial than others:

1. Affordable quality housing
2. Improved city streets
3. Improved water and sewer facilities
4. Commercial services at Plummer trailhead
5. Downtown beautification

Respondents' satisfaction of their community rested in collaboration between business and universities, overall quality of life, and cost of living. Their satisfaction level was split on city services, community spirit, cost of doing business, level of taxation, and regulating & permitting procedures. Then respondents were dissatisfied with community appearance, effectiveness of programs to help start-ups, effectiveness of entrepreneurial training, government sponsored growth incentives, promotional/marketing campaigns featuring the reservation, public schools, and quality of infrastructure.

Finally, a majority of respondents disagreed with statements pertaining to whether or not business leaders and local government partner with the private sector and start ups to promote business and enhance cooperation. They also disagreed that the growth of business is celebrated rather than just the absolute size of business. They were split on whether or not the business culture on the reservation accepts failure as part of the innovation process and they agreed that the reservation is a welcoming and tolerant place for people of diverse backgrounds.





SurveyMonkey.com
because knowledge is everything

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survey title:

Coeur d'Alene Reservation Economic Development[Survey](#) [Edit Title](#)[design survey](#)[collect responses](#)[analyze results](#) [View Summary](#) [Browse Responses](#) [Filter Responses](#) [Crosstab Responses](#) [Download Responses](#) [Share Responses](#)current report: [Default Report](#) [Add Report](#)

Response Summary

Total Started Survey: 30

Total Completed Survey: 30 (100%)

Page:

1. Where do you live?

[Download](#)

	Response Percent	Response Count
Coeur d'Alene, Post Falls, Hayden <input type="checkbox"/>	10.0%	3
DeSmet <input type="checkbox"/>	3.3%	1
Harrison <input type="checkbox"/>	3.3%	1
Plummer <input type="checkbox"/>	43.3%	13
St. Maries <input type="checkbox"/>	3.3%	1
Spokane <input type="checkbox"/>	6.7%	2
Tensed <input type="checkbox"/>	3.3%	1
Worley <input type="checkbox"/>	23.3%	7
County	0.0%	0
Other <input type="checkbox"/>	3.3%	1
answered question		30
skipped question		0

2. Which of the following describes you best? (select all that apply)

[Download](#)

		Response Percent	Response Count
Business owner	<input type="text"/>	23.3%	7
Coeur d'Alene tribal member	<input type="text"/>	43.3%	13
Elected official	<input type="text"/>	3.3%	1
Employee	<input type="text"/>	56.7%	17
Potential business owner	<input type="text"/>	13.3%	4
Retiree		0.0%	0
Student	<input type="text"/>	6.7%	2
answered question			30
skipped question			0

3. Which of the following best describes the economic base for the Coeur d'Alene Reservation? (select 5)

[Download](#)

		Response Percent	Response Count
Agriculture/timber	<input type="text"/>	93.3%	28
Health care	<input type="text"/>	96.7%	29
Manufacturing	<input type="text"/>	80.0%	24
Professional services	<input type="text"/>	16.7%	5
Retail	<input type="text"/>	26.7%	8
Tourism/gaming	<input type="text"/>	90.0%	27
Tribal government	<input type="text"/>	96.7%	29
answered question			30
skipped question			0

4. Which of the following organizations play a significant role in the economic development on the reservation? (select all that apply)

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4. Which of the following organizations play a significant role in the economic development on the reservation? (select all that apply)

[Download](#)

		Response Percent	Response Count
Coeur d'Alene Tribe	<input type="checkbox"/>	100.0%	29
City government	<input type="checkbox"/>	55.2%	16
Economic/Industrial development board or authority	<input type="checkbox"/>	10.3%	3
County government	<input type="checkbox"/>	27.6%	8
Idaho department of commerce	<input type="checkbox"/>	10.3%	3
One Sky North Idaho (formerly Horizons)	<input type="checkbox"/>	31.0%	9
Regional economic development organization(s)	<input type="checkbox"/>	20.7%	6


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5

1. These are ones whom encourage new business. The CDA Tribe payroll provides the base of our economic development.

Fri, Jun 12, 2009 3:27 PM


[Find...](#)

2. One Sky seems to be in its infancy so I have not observed a significant economic impact. The Benewah County government does not seem to work well with with the Tribe and always seems to be in opposition, so that doesn't support economic development. I'm not personally aware of board or authority involvement or the Idaho Dept. of Commerce or Regional organizations other than Horizons

Thu, May 21, 2009 2:49 PM


[Find...](#)

3. economic development in my opinion has been stagnant here as far as real economic growth.

Thu, May 21, 2009 8:29 AM


[Find...](#)

4. The Tribe has taken the lead and should continue to do so, with partners.

Wed, May 20, 2009 10:37 AM


[Find...](#)

5. The City of Worley needs to get with the program and start working with others in order for our entire community to move forward. Plummer and Tensed are being proactive but EVERYONE needs to work together.

Wed, May 20, 2009 10:21 AM


[Find...](#)
answered question

29

skipped question

1

4. Which of the following organizations play a significant role in the economic development on the reservation? (select all that apply)

[Download](#)

answered question 29

skipped question 1

5. How would you describe the level of cooperation and coordination among organizations involved in economic development on the reservation?

[Download](#)

	Response Percent	Response Count
Excellent	0.0%	0
Good <input type="text"/>	16.7%	5
Nuetral <input type="text"/>	23.3%	7
Needs improvement <input type="text"/>	50.0%	15
Poor <input type="text"/>	10.0%	3
<i>answered question</i>		30
<i>skipped question</i>		0

6. What are the barriers to economic development on the reservation? (select all that apply)

[Download](#)

	Response Percent	Response Count
Availability of suitable land <input type="text"/>	34.5%	10
Availability of quality affordable housing <input type="text"/>	69.0%	20
Citizen opposition <input type="text"/>	48.3%	14
Cost of land <input type="text"/>	37.9%	11
Distance from major markets (remote location) <input type="text"/>	37.9%	11
<i>answered question</i>		29
<i>skipped question</i>		1

6. What are the barriers to economic development on the reservation? (select all that apply)

[Download](#)

Inadequate infrastructure (water, sewer, power, roads)	<input type="text"/>	89.7%	26
Inadequate telecommunications infrastructure	<input type="text"/>	20.7%	6
Lack of funding	<input type="text"/>	65.5%	19
Lack of information	<input type="text"/>	41.4%	12
Lack of political support	<input type="text"/>	51.7%	15
Lack of skilled labor	<input type="text"/>	37.9%	11
Limited number of major employers	<input type="text"/>	34.5%	10
Quality of education	<input type="text"/>	31.0%	9
Quality of life	<input type="text"/>	20.7%	6


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[Comments](#)

5

1. Lack of funding for some. Lack of information for most. Fri, Jun 12, 2009 3:27 PM [Find...](#)
2. I feel with the community not supporting the school bond for a new school which definitely should be part of a long-term economic plan shows that we are not all community minded. I know the City of Plummer has no capacity for growth until the new water/sewer system is in place. Skilled labor is an issue everywhere but especially for rural areas. People can't move to the area because decent affordable housing is not available. I would say the Tribal Government supports and is the strongest proponent for economic growth, however I'm not convinced that other governments have the same level of passion for the community. Kootenai County is a partner in Citi-link and that is an awesome tool for economic development. Our Quality of Life is excellent. Thu, May 21, 2009 2:49 PM [Find...](#)
3. funding is something else that needs to be addressed. You can't improve without adequate funding and we can use improvement as far as development goes... Thu, May 21, 2009 8:29 AM [Find...](#)

answered question

29

skipped question

1

6. What are the barriers to economic development on the reservation? (select all that apply)

[Download](#)

4. It is challenging to do community-based economic development anywhere because of the time, effort and expertise needed to develop businesses that are appropriate to the people and place and also successful in the marketplace. This is the best model to use here, however, and it is worth the extra effort it takes.

Wed, May 20, 2009 10:37 AM

 Find...

5. Once again our cities need to work together and get over the old hard feelings from decades ago. The new people to our community (Lake property owners) need to be willing to become a part of our community instead of islands that don't care about what happens here.

Wed, May 20, 2009 10:21 AM

 Find...

answered question 29

skipped question 1

7. Which of the following methods are used to recruit and attract businesses to the reservation? (select all that apply)

[Download](#)

		Response Percent	Response Count
Community resource database	<input type="checkbox"/>	13.0%	3
Host special events	<input type="checkbox"/>	17.4%	4
International recruitment trips		0.0%	0
Media advertising	<input type="checkbox"/>	4.3%	1
Participation in trade shows	<input type="checkbox"/>	8.7%	2
Promotional material	<input type="checkbox"/>	21.7%	5
Regional approaches (pooling resources)	<input type="checkbox"/>	8.7%	2
Websites	<input type="checkbox"/>	26.1%	6
Other	<input type="checkbox"/>	4.3%	1
answered question			23
skipped question			7

7. Which of the following methods are used to recruit and attract businesses to the reservation? (select all that apply)

[Download](#)









No efforts are made to recruit or attract businesses

60.9%

14

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8

- | | | |
|---|----------------------------|---|
| 1. Not much that I'm aware of. If there is, it is very hush hush. | Fri, Jun 12, 2009 3:27 PM |  Find... |
| 2. Little efforts are made to recruit, in a marketing/tourism aspect. Except commericals for casino/golf. | Wed, May 27, 2009 9:02 AM |  Find... |
| 3. Don't know | Sun, May 24, 2009 11:44 AM |  Find... |
| 4. We should be targeting industries that fit what the community can support. Ideas I have: find capital to build a small strip mall to lease space to small retailers; look into an industrial park or a business incubator concept to support the development of a small business and work to graduate them to be self-sufficient. Look at a long-term plan for affordable housing. Start skilled labor education in the community to support needed skilled labor in the community such as BERG. | Thu, May 21, 2009 2:49 PM |  Find... |
| 5. No efforts that I can see are use to attract business to the rez... | Thu, May 21, 2009 8:29 AM |  Find... |
| 6. From outward appearances there is no such activity. If anything the recruitment would be to attract people away from the reservation community to live and prosper where there is Housing. | Wed, May 20, 2009 10:04 AM |  Find... |
| 7. Unknown to me. | Wed, May 20, 2009 9:44 AM |  Find... |
| 8. no ongoing efforts that I am aware of | Wed, May 20, 2009 9:09 AM |  Find... |

answered question

23

skipped question

7

8. What impact would the following projects or activities have on the reservation economy?

[Download](#)

Beneficial	Somewhat	Neutral	Harmful	Response
------------	----------	---------	---------	----------

answered question

30

skipped question

0

8. What impact would the following projects or activities have on the reservation economy?

[Download](#)

		beneficial			Count
Affordable quality housing	93.3% (28)	3.3% (1)	3.3% (1)	0.0% (0)	30
Arts and culture council	51.7% (15)	34.5% (10)	13.8% (4)	0.0% (0)	29
Business recruitment	67.9% (19)	17.9% (5)	10.7% (3)	3.6% (1)	28
Business incubator facility	51.9% (14)	25.9% (7)	22.2% (6)	0.0% (0)	27
Benewah Medical Center expansion	63.3% (19)	23.3% (7)	13.3% (4)	0.0% (0)	30
Chamber of commerce	48.1% (13)	29.6% (8)	18.5% (5)	3.7% (1)	27
Coeur d'Alene cultural center	62.1% (18)	27.6% (8)	10.3% (3)	0.0% (0)	29
Commercial services at Plummer trailhead (restaurant, hotel, concessions)	76.7% (23)	16.7% (5)	0.0% (0)	6.7% (2)	30
College level education center	63.0% (17)	33.3% (9)	3.7% (1)	0.0% (0)	27
Downtown beautification	72.4% (21)	24.1% (7)	3.4% (1)	0.0% (0)	29
Downtown business area	57.7% (15)	38.5% (10)	3.8% (1)	0.0% (0)	26
Expanded CityLink transportation system	62.1% (18)	24.1% (7)	13.8% (4)	0.0% (0)	29
Improved water and sewer facilities	86.7% (26)	6.7% (2)	6.7% (2)	0.0% (0)	30
Improved city streets	93.1% (27)	6.9% (2)	0.0% (0)	0.0% (0)	29
Industrial/Commerce park	44.4% (12)	40.7% (11)	11.1% (3)	3.7% (1)	27
Grocery store	55.2% (16)	27.6% (8)	17.2% (5)	0.0% (0)	29
Land use plans and zoning regulations	48.1% (13)	29.6% (8)	18.5% (5)	3.7% (1)	27
Open space preservation	35.7% (10)	39.3% (11)	25.0% (7)	0.0% (0)	28
Public art	37.0% (10)	33.3% (9)	29.6% (8)	0.0% (0)	27
answered question					30
skipped question					0

8. What impact would the following projects or activities have on the reservation economy?

[Download](#)

Sidewalks and crosswalks; create walkable communities	70.0% (21)	26.7% (8)	3.3% (1)	0.0% (0)	30
Small business financing	79.3% (23)	17.2% (5)	3.4% (1)	0.0% (0)	29
Tourism plan	72.4% (21)	20.7% (6)	6.9% (2)	0.0% (0)	29


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4

1. All would be wonderful. Got a magic wand? Fri, Jun 12, 2009 3:27 PM [Find...](#)
2. Coeur d'Alene Tribal tourism. The job I would love to have! :) Wed, May 27, 2009 9:02 AM [Find...](#)
3. Infrastructure is paramount to the success of many things. I would start there and move forward with projects as you can. Thu, May 21, 2009 2:49 PM [Find...](#)
4. I think that development needs to be done very carefully in order to maintain the positive qualities that exist on the Reservation. Tourism must be managed carefully and we should determine the type of tourists we want to attract and where we want to attract them to; also the quantities of tourists. In terms of inviting outside companies in and having industrial/commerce parks, I think that these should be as "home-grown" as possible, serving the local population as much as possible. More service sector business might be better such as call centers or bill processing centers than industrial manufacturing. However, the Tribe should be majority partner in anything large like Berg. Keep franchises at bay, keep recreational development around the trail for folks that like it a little more primitive (people can always drive or bike to the Casino and stay there). Wed, May 20, 2009 10:37 AM [Find...](#)

answered question 30

skipped question 0

9. How satisfied are you with each of the following?

[Download](#)

Very Somewhat Somewhat Very Response

answered question 30

skipped question 0

9. How satisfied are you with each of the following?

[Download](#)

	satisfied	satisfied	dissatisfied	dissatisfied	Count
City services	3.6% (1)	46.4% (13)	35.7% (10)	14.3% (4)	28
Collaboration between businesses and universities/colleges	7.4% (2)	66.7% (18)	18.5% (5)	7.4% (2)	27
Community appearance	3.4% (1)	17.2% (5)	17.2% (5)	62.1% (18)	29
Community spirit	3.4% (1)	48.3% (14)	37.9% (11)	10.3% (3)	29
Cost of doing business	3.7% (1)	48.1% (13)	44.4% (12)	3.7% (1)	27
Cost of living	14.3% (4)	46.4% (13)	28.6% (8)	10.7% (3)	28
Effectiveness of programs to help "start-ups"	0.0% (0)	21.4% (6)	50.0% (14)	28.6% (8)	28
Effectiveness of entrepreneurial training	0.0% (0)	33.3% (9)	37.0% (10)	29.6% (8)	27
Government sponsored growth incentives	6.9% (2)	24.1% (7)	37.9% (11)	31.0% (9)	29
Level of taxation affecting business	7.7% (2)	42.3% (11)	42.3% (11)	7.7% (2)	26
Overall quality of life	17.2% (5)	44.8% (13)	31.0% (9)	6.9% (2)	29
Promotional and marketing campaigns featuring the reservation or community	0.0% (0)	32.1% (9)	50.0% (14)	17.9% (5)	28
Public schools	3.4% (1)	24.1% (7)	37.9% (11)	34.5% (10)	29
Regulating and permitting procedures	0.0% (0)	51.9% (14)	37.0% (10)	11.1% (3)	27
Quality of infrastructure	3.4% (1)	17.2% (5)	48.3% (14)	31.0% (9)	29

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6

1. The somewhat dissatisfied answers are mainly due to my lack of knowledge in these areas.

Thu, May 21, 2009 2:49 PM

[Find...](#)**answered question****30****skipped question****0**

9. How satisfied are you with each of the following?[Download](#)

- | | | |
|--|----------------------------|---|
| 2. The school system is a major reason people don't move or work here. Housing is major factor also. | Wed, May 20, 2009 12:07 PM |  Find... |
| <hr/> | | |
| 3. Is this for the Reservation or for where I live? I answered for the Reservation, even though I don't live on the Reservation. Also, it would be good to have the ability to state "I don't know" since some of these things I don't know enough about to have an opinion. | Wed, May 20, 2009 10:37 AM |  Find... |
| <hr/> | | |
| 4. No personal knowledge of effectiveness of entrepreneurial training. | Wed, May 20, 2009 10:15 AM |  Find... |
| <hr/> | | |
| 5. Community appearance: Worley and Plummer look like junk yards.
Cost of living: Electric rates are unaffordable, especially Avista hiking their rates and putting a strain on our elders' limited incomes. Some pay as high as \$400 a month in the coldest months of the year. | Wed, May 20, 2009 10:02 AM |  Find... |
| <hr/> | | |
| 6. Community spirit-Younger generation 18-29, seems pushed aside and not thought about. | Wed, May 20, 2009 9:44 AM |  Find... |

answered question 30**skipped question** 0**10. Please indicate, to what extent, you agree or disagree with the following:**[Download](#)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Response Count
Business leaders treat entrepreneurs and start-ups as full partners in industry cooperation	6.9% (2)	3.4% (1)	31.0% (9)	37.9% (11)	20.7% (6)	29
Local government institutions eagerly partner with the private sector to promote business	3.4% (1)	10.3% (3)	34.5% (10)	37.9% (11)	13.8% (4)	29
The business culture on the reservation understands failure as part of the innovation and learning process	10.7% (3)	21.4% (6)	32.1% (9)	32.1% (9)	3.6% (1)	28
answered question						29
skipped question						1

10. Please indicate, to what extent, you agree or disagree with the following:[Download](#)

The reservation is a welcoming, tolerant, and attractive place for people of diverse backgrounds

13.8%
(4)

34.5%
(10)

24.1%
(7)

24.1% (7)

3.4% (1)

29

The reservation communities celebrate growth of companies, not just the absolute size of companies

6.9% (2)

17.2%
(5)

31.0%
(9)

37.9%
(11)

6.9% (2)

29



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3

1. Success should be determined by financial growth, or wealth created in the communities by the companies that do business in our community.

Thu, May 21, 2009 2:49 PM



[Find...](#)

2. Not true, people don't want someone (Indian) else to get ahead here. Very nonsupportive.

Wed, May 20, 2009 12:07 PM



[Find...](#)

3. I think that I am uncertain of a lot of these items. I don't think that there is much of a business climate on the Reservation. I think that the more general, overall community events and community education and involvement we could promote would help change the climate on the Reservation to be more cohesive, tolerant, positive and that this would help the Reservation to have successful businesses that are appropriate to the people and place.

Wed, May 20, 2009 10:37 AM



[Find...](#)

answered question

29

skipped question

1

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